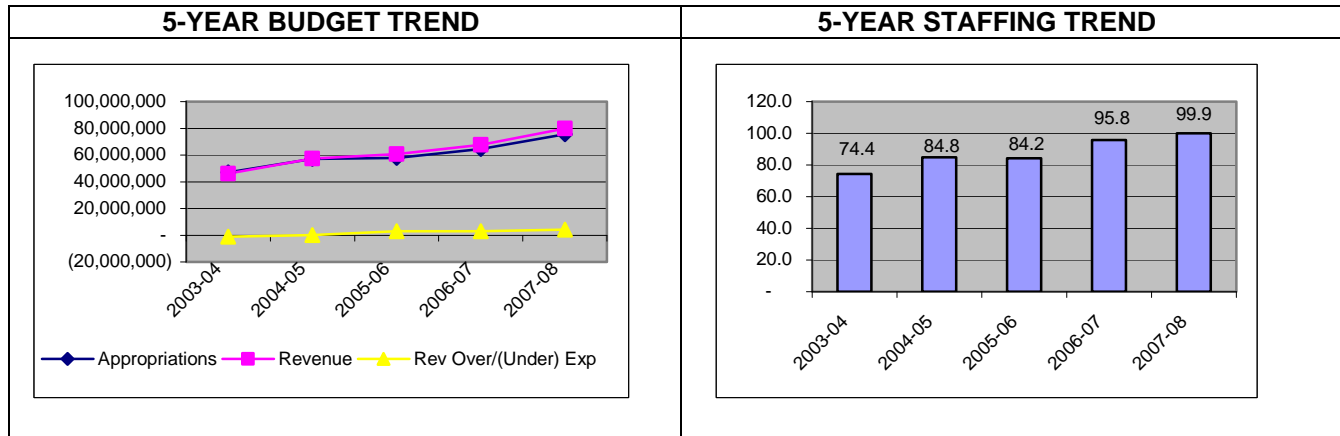


## Solid Waste Management - Operations

### DESCRIPTION OF MAJOR SERVICES

The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county's solid waste disposal system, which consists of six regional landfills, nine transfer stations, and five community collection centers. In this capacity, SWMD provides oversight, direction, and guidance to Burrtec Waste Industries (Burrtec), the county's contractor for disposal site operations and maintenance and for the county's Comprehensive Disposal Site Diversion Program. The SWMD oversees the post-closure maintenance at 27 inactive or closed landfills and waste disposal sites throughout the county. The SWMD also administers the county's solid waste handling franchise program and the refuse collection permit program, which authorizes regular trash collection by private haulers in the county unincorporated area.

### BUDGET HISTORY



### PERFORMANCE HISTORY

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Modified Budget	2006-07 Estimate
Appropriation	46,873,639	58,981,396	106,058,334	64,635,619	65,279,023
Departmental Revenue	56,736,707	64,983,166	114,295,404	67,759,792	70,700,871
Revenue Over/(Under) Exp	9,863,068	6,001,770	8,237,070	3,124,173	5,421,848
Budgeted Staffing				96	
Fixed Assets	442,845	126,740	419,206	746,307	1,478,075
Unrestricted Net Assets Available at Year End	3,321,205	13,357,987	4,407,830		14,430,082

Estimated appropriation for 2006-07 is approximately \$643,000 greater than budget primarily due to the following:

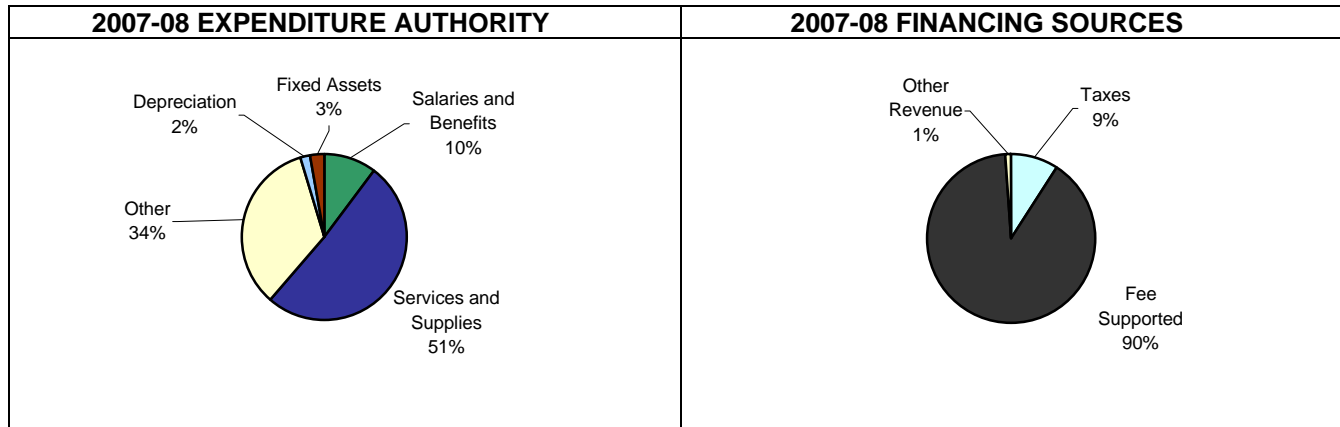
- \$3.5 million increase in anticipated costs relating to Perchlorate and Volatile Organic Compound (VOC) issues.
- \$2.0 million decrease in operating transfers out resulting mainly from a reduction in the amount required for the financial assurance deposit.
- \$0.9 million decrease from unspent contingencies.

Departmental revenue is expected to be approximately \$2.9 million greater than budget principally due to an unanticipated increase in the amount of tonnage received at the landfill/disposal sites during 2006-07 resulting from the level of growth within the county.

Fixed assets are estimated at approximately \$730,000 greater than budget primarily due to a \$600,000 cost related to implementation of the Comprehensive Disposal Site Diversion Program at the Twentynine Palms and Phelan Transfer Stations Recycling Areas that resulted in the need for construction of loading ramps and retaining walls at each facility. The budget overage also includes \$150,000 for perimeter fencing at the Colton Landfill required to avoid potential risk related to the Santa Ana River Trail Phase I Project adjacent to the landfill.



## ANALYSIS OF PROPOSED BUDGET



GROUP: Public and Support Services  
 DEPARTMENT: Public Works - Solid Waste Mgmt.  
 FUND: Operations

BUDGET UNIT: EAA SWM, EWC SWM, EWE SWM  
 FUNCTION: Health & Sanitation  
 ACTIVITY: Sanitation

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Estimate	2006-07 Final Budget	2007-08 Proposed Budget	Change From 2006-07 Final Budget
<b>Appropriation</b>							
Salaries and Benefits	4,347,271	4,807,998	5,233,365	7,454,381	7,387,675	7,936,741	549,066
Services and Supplies	27,150,357	27,900,829	29,241,225	35,429,403	34,893,086	39,807,980	4,914,894
Central Computer	20,665	51,363	59,534	67,311	67,311	80,120	12,809
Other Charges	10,116,729	11,270,660	13,782,543	17,172,352	14,485,219	15,080,216	594,997
Transfers	238,617	258,662	350,492	551,510	431,186	265,793	(165,393)
Contingencies	-	-	-	-	898,764	-	(898,764)
Total Appropriation	41,873,639	44,289,512	48,667,159	60,674,957	58,163,241	63,170,850	5,007,609
Depreciation	-	315,368	-	947,346	947,346	1,522,352	575,006
Operating Transfers Out	5,000,000	14,376,516	57,391,175	3,656,720	5,556,032	10,924,337	5,368,305
Total Requirements	46,873,639	58,981,396	106,058,334	65,279,023	64,666,619	75,617,539	10,950,920
<b>Departmental Revenue</b>							
Taxes	7,148,723	7,473,566	7,170,963	7,283,324	7,086,750	7,334,581	247,831
Licenses and Permits	1,918,611	1,983,621	2,715,069	2,702,439	2,105,800	2,946,280	840,480
Use Of Money and Prop	281,754	455,282	763,841	825,651	292,500	711,219	418,719
State, Fed or Gov't Aid	1,253,073	931,971	717,532	305,926	1,689,419	239,326	(1,450,093)
Current Services	45,005,345	52,283,375	54,350,397	58,669,444	55,848,471	68,434,504	12,586,033
Other Revenue	198,201	1,341,372	917,126	219,734	106,332	112,400	6,068
Other Financing Sources	-	273,616	47,158,117	7,500	-	-	-
Total Revenue	55,805,707	64,742,803	113,793,045	70,014,018	67,129,272	79,778,310	12,649,038
Operating Transfers In	931,000	240,363	502,359	686,853	597,527	99,293	(498,234)
Total Financing Sources	56,736,707	64,983,166	114,295,404	70,700,871	67,726,799	79,877,603	12,150,804
Rev Over/(Under) Exp	9,863,068	6,001,770	8,237,070	5,421,848	3,060,180	4,260,064	1,199,884
Budgeted Staffing					95.8	99.9	4.1
<b>Fixed Assets</b>							
Land	-	105,000	70,000	-	-	-	-
Improvement to Land	-	773	214,253	1,070,023	460,000	1,331,000	871,000
Improvement to Structures	-	-	-	-	-	635,000	635,000
Equipment	442,845	20,967	28,284	191,707	102,814	72,013	(30,801)
Vehicles	-	-	106,669	76,745	79,500	142,000	62,500
Capitalized Software	-	-	-	139,600	40,000	16,000	(24,000)
Total Fixed Assets	442,845	126,740	419,206	1,478,075	682,314	2,196,013	1,513,699



## APPROPRIATION

Salaries and benefits of \$7,936,741 fund 99.9 positions. The increase of \$549,066 consists primarily of the following:

- \$190,322 of incurred costs associated with MOU, retirement, and worker's compensation adjustments.
- \$232,840 for the addition of 4.0 new positions as follows:

1.0 Secretary II (\$52,940) for the Administrative section to provide support to the Division Manager including performing a wide variety of secretarial duties/administrative tasks requiring the interpretation of county policies/procedures and access to highly controversial and confidential matters, including legal and personnel matters.

1.0 Scale Operator (\$67,106) for the Operations and Scales section to staff the new scale facility at the Victorville Landfill that which is being added to handle increased traffic at that facility. In addition, this position may be assigned, as needed, to any of the ten (10) scaled disposal sites to meet staffing/schedule requirements for all scaled facilities.

1.0 Office Assistant III (\$56,397) for the Planning and Permitting section to provide general office functions and accomplish the indexing/scanning of the large volume of historical documentation maintained in the division's library.

1.0 Office Assistant III (\$56,397) for the Special Projects section to conduct research, compile data, develop tonnage reports, perform mass mail distributions, make copies, establish/maintain filing system for section, and maintain administration staff calendars.

- \$56,151 for the following five proposed reclassifications:

Office Assistant II to Office Specialist (\$5,967).

Staff Analyst II to Budget Officer (\$11,294).

Accountant II to new classification of SWMD Chief Accountant (\$11,294).

Staff Aide to Staff Analyst II (\$16,198).

Media Specialist to Staff Analyst II (\$11,398).

- \$62,261 net increase resulting from the following:

\$88,889 increase for an additional 0.7 in budgeted staffing associated with the dual fill of an Administrative Supervisor II position approved in 2006-07.

\$29,285 increase for an additional 0.4 in budgeting staffing associated with increased overtime

\$55,913 decrease due to the deletion of 1.0 vacant Contract Equipment Operator III position.

Services and supplies are budgeted at \$39,807,980 for 2007-08. This amount includes payments to Burrtec for operation and maintenance of the county's disposal sites, insurance, COWCAP charges, legal fees, consultant contracts, and other professional services/technical assistance. The \$4,914,894 increase from prior year is primarily due to expansion of the Comprehensive Disposal Site Diversion Program (CDSDP) to all active landfills and four major transfer stations. The Board of Supervisors approved the CDSDP on January 9, 2007, and ordinance No. 4007 that established the related AB 939 fee was adopted on January 23, 2007. The goal of the CDSDP is to divert certain types of waste brought to the county's active landfills/major transfer stations, via self-haul customers, from the solid waste stream. The diversion will assist the county and its cities in reaching the diversion goal mandated by AB 939. In addition, the diversion will prolong the life of the active landfills.

Other charges of \$15,080,216 include debt service costs and Article 19 payments to cities. The additional \$594,997 budgeted for 2007-08 is due to an increase in the Debt Service Principal and Interest payments on the 2003B bond issuance.



Transfers of \$265,793 represent amounts to other departments for such costs as legislative services, Human Resources/Payroll charges, and EH&P expenses. The \$165,393 decrease reflects elimination of transfers to PSSG Administration since the general fund is now recovering these costs through COWCAP.

Depreciation is increasing by \$575,006 based on existing depreciation schedules. This increase does not impact the financial resources of SWMD since depreciation expense is a non-cash transaction that is adjusted annually for accounting purposes.

Operating transfers out of \$10,924,337 is primarily comprised of cash transfers to the Site Enhancement, Expansion and Acquisition Fund (Fund EAC) for the following purposes:

- \$4.0 million to fund construction of two new Septic Ponds, one at the Barstow Landfill and one at the Landers Landfill for an estimated cost of \$2.0 million each.
- \$1.4 million, which represents the final distribution of proceeds from the 2005-06 Milliken Land Sale that will be used to fund capital projects.
- \$5.4 million to finance a deficit in Fund EAC. During 2007-08, it is anticipated that all remaining proceeds from the 2005-06 Milliken land sale will have been utilized to fund capital projects. However, Fund EAC will still require additional financing to meet the objectives for funding projects in 2007-08. Consequently, the operations fund will need to transfer an additional \$5.4 million to Fund EAC.

## DEPARTMENTAL REVENUE

Taxes of \$7,334,581 are increasing by \$247,831 due to a greater amount expected from the equivalent single family residence (ESFR) fees paid with the property tax bill.

Licenses and permits of \$2,946,280 are increasing by \$840,480 resulting from the renewal of franchise agreements.

Use of money and property of \$711,219 is increasing by \$418,719 mainly due to additional interest earned on the fund's cash balance.

State, federal and other governmental aid of \$239,326 is decreasing by \$1,450,093 due to less grant funds expected.

Current services of \$68,434,504 are increasing by \$12,586,033 primarily to reflect the following:

- \$5.6 million in AB 939 fees from the Comprehensive Disposal Site Diversion Program that is expanding to all active landfills and four major transfer stations.
- \$2.8 million increase in ordinary refuse revenues mainly due to a Board-approved fee increase and an increase in tonnage accepted at the landfills/disposal facilities.
- \$3.4 million increase in fees from cities with Waste Delivery Agreements primarily because of cost of living adjustments and increased tonnage.

Other revenue of \$112,400 is principally from uniform handling/exemption program application fees.

Operating transfers in are decreasing by \$498,234 in 2007-08 due to one-time funding received in 2006-07 from the county general fund for debris cleanup costs associated with the Sawtooth/Millard Complex Fire.

## FIXED ASSETS

Improvements to land of \$1,331,000 consist of:

- \$500,000 for parking lot settlement repairs at Heaps Peak Transfer Station.
- \$286,000 for resurfacing of the entry road at Twentynine Palms Landfill
- \$260,000 for costs related to the purchase/installation of 2 new permanent scales at Victorville Landfill.
- \$200,000 for access road construction at Victorville Landfill.
- \$85,000 for the purchase/installation of one new permanent scale at Heaps Peak Transfer Station.

Improvements to structures of \$635,000 includes the following:

- \$350,000 for construction of a new permanent scalehouse at Victorville Landfill.
- \$150,000 for the purchase/installation, including foundation and grading, of a new 60 ft. double wide Mobile Office Trailer at Mid-Valley Landfill to house field staff.
- \$100,000 for the purchase/installation of a new Modular Style Scalehouse at Twentynine Palms Transfer Station.
- \$35,000 for Scalehouse Restroom Addition at Heaps Peak Transfer Station.

Equipment of \$72,013 includes a Towable Hydroseeder to seed inactive landfills (\$38,713), four Global Positioning System devices (\$23,000), and RFID equipment for the Mid-Valley Sanitary Landfill (\$10,300).

Vehicles of \$142,000 include the addition of three half-ton 4x4 pickup trucks for field staff (\$84,000), 4x4 SUV for a Scale Operations Supervisor II (\$30,000), and a small passenger van for the special programs section (\$28,000).

Capitalized Software of \$16,000 is related to a Geographic Information Services mailing label project.

PERFORMANCE MEASURES			
Description of Performance Measure	2006-07 Projected	2006-07 Estimated	2007-08 Projected
Pounds of trash per cubic yard of capacity - Low Volume Sites.	1,000 lbs	1,020 lbs	1,030 lbs
Pounds of trash per cubic yard of capacity - Medium Volume Sites.	1,200 lbs	1,160 lbs	1,170 lbs
Pounds of trash per cubic yard of capacity - High Volume Sites.	1,100 lbs	1,120 lbs	1,130 lbs

SWMD's goal of efficiently utilizing landfill capacity is the most important element for the Solid Waste Management Division and its operations. By utilizing capacity in the most effective manner, the division will be able to provide services to the public at the lowest cost and assure that landfill space is available for the foreseeable future. Increasing the density of the trash is an easily measured objective and one that the division feels can be achieved.

